

Director Jeff Goes to Bat for Michigan's Fair Share

Collaborating with other states, MDOT stepped up to the plate in an effort to help Michigan get a bigger share of federal transportation dollars.

The team effort led to a congressional visit in late June from U.S. Rep. Tom Petri, chairman of the House Subcommittee on Highways, Transit and Pipelines. In legislation introduced in the U.S. House and Senate, Michigan would get back a minimum of 95 cents of each federal gas tax dollar it sends to Washington, D.C. (more than the current 90.5 cent return).

During his visit to Michigan and tour of southeast Michigan projects, Petri said: "Nationally, our proposal will create more than 1.3 million new jobs over the next six years. This includes more than 36,900 new jobs in Michigan alone."

Key in the lineup is the reauthorization of TEA-21, the federal highway bill which expires in September this year. Hoping for an assist, MDOT is working hard with Michigan's delegation in Congress and the state Legislature.

Gov. Jennifer Granholm and Director Gloria Jeff believe that Michigan's primary goals for the next federal highway bill should include the following:

- Expand the federal highway and transit program so that our investments more closely match the need to maintain and modernize our systems.
- Increase the minimum guaranteed rate-of-return in highway funding from 90.5 percent to 95.0 percent for all states.



Flanked by Gov. Jennifer Granholm, members of the congressional delegation, and state legislators, Director Gloria Jeff makes a pitch for MDOT.

- Create a minimum guaranteed rate of return for transit funding and create more equity between funding for rail and bus systems.
- Enhance homeland security by investing in border crossing infrastructure and provide funding to modernize and reconstruct aging urban interstates.
- Continue the firewalls between the highway trust fund and the general fund, and invest all transportation funds for transportation purposes.

"We have much to do in Michigan!" said Director Jeff. "Only by working together can we achieve these important goals."

Let's hope we can nail down a victory soon. To follow the rest of the game and keep up with who's on first, stay tuned by reading current MDOT news releases and news posted on *The Interchange*, including any related *Direct from the Director* messages. 🦾



Director's Column
Changes & Events Galore

Adopt-A-Highway

MDOT Up Close
Economic Development
and Enhancement

Northern Michigan Trails

Beautiful Betsie Valley Trail

2003 Director's Award Winners

2003 Leadership Conference

Good News

MDOT Family Tree*

OHR Update

Take Your Child to Work Day

*Visit the MDOT intranet site at
<http://interchange/ohr/index.cfm> for a
complete list of 2003 new hires and promotions.

State Transportation Commission

Ted B. Wahby, Chairman
Betty Jean Awrey, Vice Chairwoman
Lowell B. Jackson
John W. Garside
C. Robert Baillod
Robert G. Bender

Variety, Velocity and Volume

Changes & Events Galore

When I accepted the position as director of our department nine months ago, I was excited to be returning to an organization with such a solid foundation of expertise and commitment to public service. I knew my calendar would fill up quickly, but I am truly amazed at the variety, velocity and volume of events and changes that have occurred since I became Team MDOT's director in January.

First, there have been significant staff changes. I know this has had a direct impact on every employee's work life – it certainly has on mine. Most members of the Leadership Team are new and I'm guessing if you look around your office, you, too, see new faces handling new responsibilities. After losing about 500 employees to the early-out retirement last year, we have (to date) hired about one-half of that number back (see the OHR column on page 15 for more details).

The world outside MDOT has resulted in further changes. When the United States went to war in Iraq, we sent several of our highly trained staff to that conflict. Our thoughts and prayers are with them daily as we wish them all a safe and speedy return. Three of our employees have been on active military leave while many others are serving on reserve duty. We are increasingly vigilant at our borders and constantly reassessing bridge security. As transportation workers, we must pledge to secure and protect our critical infrastructure from any threats, whether foreign or domestic, with coordinated, emergency response plans.

We laid out our plan for safer work zones this year. I participated in my first Give 'em a Brake news conference in May and spent time talking to folks from our Grand Ledge, Williamston and Charlotte garages, and the Lansing TSC, who brought their children to the Lansing capitol for this important event. It's all about getting home safely to our families, they told me. We must constantly reinforce our safe-driving messages to the motoring public – please do your share by wearing the proper safety gear and being constantly alert if you work in a construction or maintenance work zone.

I now have visited all seven of our regions and met with staff to talk about the issues



most important to them. In June, I participated in the North Region Rodeo at the Kalkaska Garage. I actually drove a snowplow in a friendly competition with a local TV news anchor. Our maintenance staff works hard year-round and it's great to see people serious about honing their skills.

In April, we announced Preserve First, a new program that increases emphasis on preserving our existing transportation system. In May, we presented our 2003-2007 Five Year Road and Bridge Plan which will invest approximately \$1.2 billion per year in work over the next five years. We've been meeting with stakeholders for weeks, getting their reactions and comments. We've also announced plans to hold a 2003 Transportation Summit in December. Transportation industry partners, citizens, members of the legislature, academia and the federal government will be invited to help MDOT create a collective vision and a set of action plans for the future of transportation in Michigan. We must work hard to establish and nurture partnerships with the industry and local agencies.

But possibly the biggest challenge we face will be the reauthorization of TEA-21, set to expire Sept. 30. You can read the cover story of MDOT Today for more details, but it is critical that we bring more federal transportation dollars home to Michigan.

Did I mention it's been a busy nine months? It's no surprise when you consider that transportation is the glue that holds it all together...including government, industry, commerce, communications, tourism, economic growth, and quality of life. Knowing this, combined with our collective skills and commitment, there is no doubt in my mind that we will WOW! our customers and make a huge difference in the lives of the traveling public. 🚗

Adopt-A-Highway

Meet Some of our Valuable Volunteers



Talking Trash

It would take one person – working continuously around-the-clock – nearly 284 years to pick up the same amount of trash that approximately 553,000 volunteers picked up during this 13-year period.

Adopt-A-Highway volunteers scour Michigan highways three times each year. Please be extra cautious when our volunteers are out. **The last pickup of the season takes place Sept. 13 – 21.**

Now 20,000 people strong and consisting of about 3,000 groups that cover more than 6,900 miles of highway, Adopt-A-Highway volunteers hit the streets in mid-July for the summer trash pickup along Michigan roads. Volunteers provide services that make Michigan more beautiful for visitors and residents alike...services that save taxpayers millions of dollars annually. Below are a just a few of these dedicated groups and some insights as to why they volunteer.

Ann Arbor volunteers average 70 years young

Charlotte Speer and her team of seasoned volunteers, Vintage Ventures, clean up US-23, from Warren Road north to the rest area off-ramp. Vintage Ventures average 25 volunteers per pickup, but boast 100 members throughout the years.

Sixteen years ago, Vintage Ventures started out as a group of retirees who frequently traveled and socialized together. When MDOT launched the Adopt-A-Highway program in 1990, the group saw a great opportunity to work outdoors together on a project that could benefit many. Throughout years of volunteering together, they have become close friends.

One of the most amazing things about this group is that the average age of their volunteers is 70 – with the oldest member 82 years old!

Speer says the type of things they pick up has changed over the years. They used to see a lot of tires and other bulky items, but now there are more glass and plastic bottles – which should be recycled.

Cadillac volunteers know how to mix work and play

Melissa McPherson and Melanie Danforth wrote to say they had a blast picking up their group's stretch of US-131 last season. They said 38 pairs of hands picked up 65 bags of trash...plus, believe it or not: a bathroom vanity, four tires, a deer carcass, and a sample of medical supplies left from an ambulance. They introduced the "whiner award" – a decorated piece of trash – which went to the person who complained the most during each scheduled pickup. To lighten the load, they planted a gift certificate along the pickup route. They said it was very rewarding to realize the impact their efforts made.

Plymouth volunteers join to honor car crash victim

Paula and Patrick Gibbons joined the Adopt-A-Highway program after their 21-year-old son, Danny, was killed in an automobile accident in 2001. Their daughter, Beth, and others joined the

group that adopted two miles of Old M-14 in the Canton-Plymouth area. Paula explained that it seemed like a good way to do something to keep their son's memory alive. Next year they hope to have a sign erected which will read "In Loving Memory of Danny Gibbons."

Grand Rapids group picks up after itself

A Rotary Club group, which had been picking up trash along a two-mile stretch for several years, noticed that the majority of the trash consisted of wrappers from several fast-food restaurants along the corridor. The volunteers notified the local restaurant managers about the problem, which prompted the managers of Arby's, Burger King, A & W, and KFC to form their own group to clean up that stretch of highway. One of the managers said she was happy to volunteer because she's always been concerned about the environment.

MDOT employees get in the act, too

Did you know there are some MDOT groups who volunteer their personal time to help the Adopt-A-Highway program reduce litter – including a retiree group? Active-employee groups include: Cadillac TSC staff (six participants); Multi-Modal Transportation Services Bureau (15); and the Newberry TSC (eight). A group called the Retired Highway Employees is made up of 12 retired, but very active, employees. 🐼

To volunteer, or to learn more about the Adopt-A-Highway program, go to www.michigan.gov/adoptahighway.

Transportation Economic Development and Enhancement Up Close

Who We Are and What We Do

In 1986, Mazda Motor Corporation was making plans to relocate its plant to Flat Rock, Michigan. However, in order to accommodate the new facility which could bring as many as 3,600 new jobs to the area, more than \$12 million in infrastructure improvements would be needed. With that kind of investment, the Department of Transportation would have had to delay other projects in order to make such a major financial commitment to such a critical industrial development.

This scenario triggered the eventual creation of a new fund that could respond quickly to extensive and urgent demands upon the state's transportation system for economic development throughout the state.

Enacted by the Legislature in 1987, the Transportation Economic Development Fund was created. The TEDF provides for the distribution of five categories of funds to counties and municipalities through three formulas and two grant programs. The five categories of projects eligible for TEDF assistance are:

Category A*

Road projects related to target industry development and redevelopment opportunities

Category C

Reduction of traffic congestion in urban counties

Category D

Road improvements in rural counties to create an all-season road network

Category E

Construction or reconstruction of roads essential to the development of commercial forests in Michigan (46 Michigan counties contain public forests)

Category F*

Road and street improvements in cities within rural counties

**Grant programs*

Division Administrator Jackie Shinn and her staff of Deanna Finch, Mike Kapp, Alicia Evans Suber and Michael Leon handle the project requests in five categories. During the first 10 years of its existence, from 1988 to 1998, the TEDF invested more than \$800 million in road improvement projects.

"It's an exciting program," said Jackie. "We can see what's happening in Michigan – from dairy farmers to the relocation of the giant Compuware headquarters in Detroit – we've been involved in transportation grants that serve as a catalyst for economic growth in the state."

TEDF grants can make a significant difference. Category A grants approved in April 2003 cost the state \$17.7 million, but supported developments that invested \$2 billion in the state and created over 7,000 jobs.

"We have about \$22 million per year in Category A projects, the largest group. We stretch this money as best we can and try to get a significant match, sometimes as much as 50 percent, from the community or agency," said Jackie.

The Enhancement Program, managed by Mike Eberlein, has been part of the Economic Development office for about two years. (It was previously in the Transportation Planning Bureau.) Implemented by MDOT in 1992 as a result of Congress passing the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991, the program provides federal transportation funds for "more than just roads." MDOT receives between \$20 and \$25 million annually which can be spent on 12 categories of activity specified by federal law.

Enhancement projects may turn abandoned railroad tracks into highly used bicycle paths, convert mud-clogged streams back to clear, clean waters and unattractive downtown streets into inviting, tree-lined parkways.

The program is extremely popular with communities – projects as diverse as Midland's Pere Marquette Rail-Trail, restoring a historic covered bridge in Fallasburg and revitalizing a streetscape in the little town of Burr Oak in southwest Michigan. Burr Oak's project included a streetscape with trees surrounded by ornamental metal grates and brick pavers. In Muskegon, a historic railroad depot was saved from the wrecking ball. The restoration of the Romanesque-style brick and limestone structure is now a boost for area tourism.

A variety of projects are eligible for Enhancement Program funding, but all must be related to transportation. For example, a historic preservation project may have a transportation relationship because the historic facility played a role in surface transportation (train depot), or is currently serving a transportation purpose (bus terminal). A nonmotorized facility must be usable for transportation although it also may provide fitness and recreational opportunities to a community.



Who helps Michigan's economy grow? They do! Members of the Transportation Economic Development and Enhancement Team gather for a "family" photo. (From left to right, back row) Matt Schoenherr, Bryan Armstrong, Michael Leon, Mike Kapp, Mike Eberlein and (front row) Amber Thelen, Jessica Pierce, Administrator Jackie Shinn, and Deanna Finch. Missing from photo: Denise Curl and Alicia Evans Suber.

"For every \$1 we get, requests for funding outstrip available funding by 4 to 1, demonstrating the unmet demand for facilities in our communities," said Mike. "We have a significant, unfunded wish list." The average price tag on Enhancement projects falls in the \$200,000 - \$300,000 range and only about 10 projects have been in the \$1 million price range in the 12 years since Enhancement Grants began.

Successes

Both areas of the Economic Development Office emphasize their strong teamwork, partnering with local units of governments, and excellent working relationships with multiple areas of the department, as well as the DNR and the Michigan Economic Development Corporation.

The Enhancement staff draws on the knowledge of category experts for non-motorized planning, historic preservation, highway aesthetics and beautification, and highway runoff and wildlife protection. Increasingly, MDOT regions and TSCs have been successful Enhancement project applicants in partnership with the communities they serve.

Jackie said the support their office gets is outstanding. "We really 'live' Team MDOT. Our days are spent working through issues with agencies and communities and coordinating MDOT services," she said. "Without the expertise of areas such as Design's Local Agency Programs and the Agreements section, Finance, Planning, the regions and TSCs, and Governmental Affairs, we simply could not get the job done."

"Our staff has tremendous energy. There are many jobs in state government where you sit and work on one thing. Here, we deal with so many agencies and people. It's very stimulating," said Kapp.

The Economic Development office recently earned an AASHTO Pathfinder award (and MDOT Quest for Quality Award) for developing a financial and contractual management system for Category A TEDF investments. The streamlined grant application process allows for year-round submittals and created a database for tracking project status.

"We adjusted to a business schedule rather than just a road construction schedule," said Alicia Suber, project development manager. "Our new system is far more customer-oriented. We accept applications anytime. The direct grant process eliminated over 9,700 hours in staff time and shortened the time from grant award to project construction from years to less than six months."

The Enhancement program has been working on a process improvement as well. "We now have an open call for projects, and applications can be made electronically," said Mike Eberlein. "We've worked hard to lessen administrative time and provide more assistance to applicants. Soon we will be ready to initiate a two-page application that will allow for a quick summary and initial cost analysis to see if the project is eligible for funding."

Competition for funds is fierce. But in the end, the rewards are great. Dr. Bill Olsen, a Benzie County physician, was literally in tears when he called Mike to thank him for a grant for the Charlevoix Bike Path (see article on page 6). He had worked on developing a trail through his community for 15 years and finally would see his dreams come true. 🚲

Transportation Economic Development and Enhancement also manages the Michigan State Infrastructure Bank. The SIB provides flexible, low-cost loans to keep a program or project moving ahead.

SIB Helps Save the Day in Marquette County

In May, Governor Granholm declared a State of Emergency for Marquette County after severe flooding resulted from a break in the Silver Lake dam. A disaster of this type disrupts people's lives – both where they live and where they drive. It also drains resources that would have gone to other much-needed public improvements. MDOT expedited a loan from the State Infrastructure Bank to both the Marquette County Road Commission and the city of Marquette to help repair flood damage to county roads and to help finance reconstruction of Spring Street. This project likely would have been delayed due to the diversion of city resources to flood-damaged bridges.

TRANSPORTATION ECONOMIC DEVELOPMENT AND ENHANCEMENT

At Your Service

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"We really live Team MDOT. Without the expertise of other areas within the department, we simply could not get the job done."

— Jackie Shinn

The 7.5-mile, newly completed Charlevoix Trail runs parallel to US-31. It is part of the Little Traverse Wheelway.



COURTESY OF JOHN L. RUSSELL, TRAVERSE CITY RECORD EAGLE

Northern Michigan Trails

It's Not the Destination...It's the Quality of the Journey

Northern Michigan has many trails that highlight the natural beauty of our Great Lakes state. These trails are home to responsible recreation – recreation that enhances tourism.

One recently completed trail in northwest Michigan is worth mentioning. Accented with a half-mile boardwalk built above unique wetlands, this 7.5-mile trail runs parallel to US-31 in Charlevoix and heads north. Motorists regularly turn their heads to catch a glimpse out their car window.

The trail proves that environmentally sound transportation systems can coexist with people and nature. The 10-foot-wide paved trail runs through one of the state's most scenic areas, including breathtaking views of the Lake Michigan shoreline.

Late last year, MDOT co-hosted a special dedication in partnership with the local organizations to mark the completion of the trail. The trail is actually part of the Little Traverse Wheelway, a 29-mile system that eventually will connect Charlevoix, through Bay Harbor and Petoskey, to Harbor Springs.

The project was made possible by effective collaboration and coordination. Design engineering was performed by the Traverse City TSC. They also helped capture the funding. Oversight was provided by the Grayling TSC. Of course, both TSCs worked closely with the area trails committee in order

to construct the \$2.6 million federally funded project that exemplifies teamwork and cooperation at all levels.

The Top of Michigan Trails Council facilitates the establishment of a network of multiple-use recreational trails in various northern Michigan counties (Alpena, Antrim, Charlevoix, Cheboygan, Emmet, Montmorency, Otsego and Presque Isle).

Board member Jerry Corley first became involved with the group in 1996 and played a major role in the celebration last fall. "MDOT's involvement in the process was fantastic! This was a great effort between the local trails committee and MDOT," Corley said.

Trails offer safe recreation and alternative transportation routes for all residents and visitors to an area. For more information on trails in northern Michigan, visit the Top of Michigan Trails Council at: <http://www.topofmichigantrails.org/>.

WORTH repeating

*Keep your face toward the sunshine
and the shadows will fall behind you.*

— Walt Whitman

Betsie Valley Trail Is Nature's Paradise



COURTESY OF DERYL HOLMES

The Betsie Valley Trail was built on an abandoned right-of-way on the Ann Arbor Railroad in Benzie County. Opened in 2003, already it has become a magnet for bikers and hikers enjoying the beautiful scenery.

For more information about "Networking Michigan With Trailways" visit the DNR Web site at:

http://www.michigan.gov/documents/Trailways2000_29745_7.pdf.

This DNR brochure includes a map of trailway opportunities throughout Michigan.

Two walkers enjoy the Betsie Valley Trail near Elberta.



Just imagine!

You are standing atop a tree-covered sand dune formed by ancient glaciers, your face embraces a brisk wind blowing off the great lake, the sounds of red-winged blackbirds nesting in a cattail swamp below you.

Difficult enough to imagine...even harder to believe that a place like this exists? It does.

Bikers, hikers and winter sports enthusiasts can find this paradise in Benzie County along the Betsie Valley Trail. The nature pathway, built upon the right-of-way of the abandoned Ann Arbor Railroad, meanders some 22 miles from Thompsonville. It skirts majestic hills, crosses the Betsie River, runs along the blue-green waters of Crystal Lake, passes through a handful of small villages and, finally, ends at the newly constructed Elberta Historical and Waterfront Park on the shore of Lake Betsie.

The Friends of the Betsie Valley Trail, a 1,500-member group of trail enthusiasts, have poured their energies into clearing and surfacing the full length of the trail which they hope to have completed by 2007. Currently, only the "beach-to-beach" segment from Elberta to Frankfort is paved, but, by July of 2003, the group hopes to have another seven miles finished between Elberta and Beulah.

In truth, it takes a lot more than enthusiasm to build a quality trail like the Betsie Valley Trail. In the development of this trail, it took a coalition of organizations including MDOT, the Department of Natural Resources, the village of Elberta, city of Frankfort, Crystal Mountain Resort, the local Rotary Clubs, the Herbert and Barbara Dow Foundation, the Seabury Foundation, the Fishing Coalition, The Great Lakes Fisheries Trust and many, many others.

"We want the trail to be a recreational resource for Benzie residents and visitors to the area," said Susan Brian, president of the Friends of the Betsie Valley Trail. Brian said once completed, the trail could conceivably connect to similar trails linking towns such as Manistee, Traverse City and Cadillac.

"Once we get to Cadillac and Traverse City, we then have access to the enormous network of trails that reach into hundreds of communities in the lower peninsula. Just think, some day you could ride a bike all the way from Detroit to the Mackinac Bridge on an improved bike path!" she said.

Can you imagine! 🐾

WORTH repeating

"Imagination is the highest kite one can fly."

- Lauren Bacall

“Today's leaders act as light keepers.”

2003 Director's Award Winners

In the stormy seas of conducting transportation business, today's leaders act as light keepers. Their hard work and dedication are steadfastly focused on corporate goals which help light the course for all. To commemorate such outstanding achievement, we select just a few special people each year to receive the department's top recognition – the Director's Award.

These six finalists were recommended by panels comprised of previous Director's Award winners. We think you'll agree that these six people represent the best of MDOT and its values. Their work demonstrates the award recipients' concern for quality, teamwork, customer orientation, integrity and pride.



Professional (Supervisor)
Mark Barrone
Real Estate
Southwest Region

Mark Barrone is the Southwest Region Real Estate supervisor who goes above and beyond his job duties on work-related matters and with human relations. He knows that quality processes produce

quality work. The Quality Assurance/Quality Control process developed with his oversight will likely become a model for the state. His team's work on the Edgewater/Whirlpool Bridge project won an award from the American Public Works Society for exemplifying cooperation and partnering. His leadership and investigation on US-12 in Sturgis saved MDOT time and money on future jobs. Mark also goes above and beyond in human relations. He supports his employees and willingly sacrifices his free time for them. Mark enjoys putting his staff in the spotlight and acknowledging their accomplishments. He realizes that people are the most important resource.



Technical (Non-supervisor)
Michael Storch
Construction
Metro Region

Michael Storch is a construction technician in the Oakland TSC. Michael's leadership skills and experience were key factors in the

success of many of the largest and most visible construction projects in the Metro Region, including the M-5 Haggerty Connector, I-275 reconstruction and, most recently, the M-10 Northwestern Highway project. Michael became the ombudsman for the high impact M-10 project. He helped create a proactive communication plan and then literally "walked the extra mile" when he personally met with each business owner to listen to the individual concerns. Overall, Michael created a professional partnership with everyone. Michael is an employee who understands the importance of a project, the magnitude of the work involved, and seeks to achieve the best results while leading others to that same goal.



Linda Norris, Photo Lab, displays the beautiful Pentwater sailboat print she photographed, which was a gift presented to each Director's Award runner-up. Director's Award winners received a gift certificate and a lighthouse replica.



Skilled Craft & Labor
and Safety (Supervisor)
Jeff Hunt
Maintenance
North Region

Jeff Hunt is the maintenance supervisor for the Traverse City TSC, which includes supervision of the Kalkaska Maintenance Garage. Crash

rates have been significantly reduced through improved snow removal methods and response rates since Jeff arrived. Jeff is one of the leaders in the state in fostering the team-managed work-group concept. He mentors and encourages the workers, and helps them find efficient, cost-effective ways to keep northern Michigan highways safe. He organizes special events to thank the crews, such as barbecues and a potluck. Jeff organizes special training sessions for all the contract agencies and fosters teamwork by sharing expertise between MDOT maintenance workers and contract county employees. He also frequently volunteers to pilot new equipment or methods being tested by Lansing Maintenance Division, providing valuable feedback for their evaluation.



Professional
(Non-supervisor/
Non-specialist)
Jill Anne Scraver
Engineering Support
Services
Design Support Area

Jill Scraver works in the Engineering Support Services unit (part of the Design Support

Area) as the first-line contact for engineering computer support and coordinator of several unit activities. Her super attitude, experience, and knowledge make her a go-to person for MDOT. She is quick to volunteer for special assignments. No matter how heavy the workload, you can count on her for quality work. Jill volunteered to manage the move of the Design Division back into the transportation building after remodeling. The move consisted of moving approximately 250 computers from four locations with the goal of minimizing the disruption to production. Largely due to Jill's efforts and teamwork, the division was able to accomplish the objective with no disruption to production.



Technical (Supervisor)
Richard L. Rang
Materials and
Technology
North Region

Richard (Dick) Rang has been a dedicated MDOT employee since 1960. He has held a continuous role in the field of Materials and Technology, and

is one of the department's most experienced employees. Quality is number one with Dick. He leads a high-functioning team of M&T personnel. The staff is in constant communication and Dick ties it all together with his overall knowledge and expertise. Even though it was not in his area of responsibility, Dick jumped in and took the lead role to set up a new bituminous lab. He also provides excellent internal and external customer service. He makes extra time to attend pre-construction meetings to coordinate and explain materials specifications and testing requirements. As the senior M&T specialist in the regions, he is frequently contacted for advice from other region personnel.



Skilled Craft &
Labor and Safety
(Non-supervisor)
Kurt R. Fritz
Special Crews
Grand Region

Kurt Fritz is the transportation maintenance lead worker for the Grand Region Special

Crews. He raised the bar for excellence and leading by example. In the past year, he developed a tracking system for documenting the cost of all bridge-related operations. His ingenuity has benefited the region immensely by tracking the life-cycle cost of bridge maintenance. Kurt has researched and promoted new techniques that save both time and labor. Kurt has been instrumental in raising the skill level of the entire crew by expanding training and always looking for innovative ways to improve efficiency, safety and production. His efforts have instilled pride in all members of the Special Crews team.

Director's Award Runners-up

Mike Anglebrandt, Real Estate Division, Lansing

Carol Aldrich, Airports Division, Lansing

Suzanne Benton, Policy Division, Transportation Planning, Lansing

Jeff Bever, North Region, Traverse City TSC

Mike Bouvy, Bay Region Office

Dawn Campbell, Metro Region Office

Judi Corwin, Southwest Region Office

Kurt Coduti, Jackson TSC, University Region

Mary Ann Gohl, Atlanta Garage, North Region

Monte Green, Alpena TSC, North Region

John Kimble, Maintenance, Lansing

Robert Kinsella, International Bridge

Germaine Kowatch, Highways, Administrative, Lansing

Raymond Kudwa, Coloma TSC, Southwest Region

Daniel Lund, Cadillac TSC, North Region

Lois Oakley, North Region Office

Otto Olson, Paw Paw Repair Facility, Southwest Region

Randy Oswald, Maintenance, North Region Office

Susan Panetta, Airports Division, Lansing

John Pietrzyk, Brighton Garage, University Region

Jan Seeger, Performance Excellence Division, Lansing

Eric Smith, Real Estate Division, Lansing

Linn Smith, Airports Division, Lansing

Julie VanPortfliet, Superior Region Office

Johnny Lee Watkins, Macomb TSC, Metro Region



2003 LEADERSHIP CONFERENCE WORKING TOGETHER AS TEAM MDOT

Bay • Grand • Lansing • Metro • North • Southwest • Superior • West Michigan

All Sources Say Teamwork Is Key to MDOT Success

The 2003 Leadership Conference may be over, but the ideas generated from the event will help improve Team MDOT long into the future. The focus of the one-day event, held at the Kellogg Center in East Lansing, centered on strengthening MDOT's organization into one that can be celebrated and held as an example for others to follow.

Director Gloria Jeff kicked off the day by speaking to the 300-plus attendees about her goals for MDOT and her expectations of the department. Those goals focus on

multi-modal partnerships, preservation of Michigan's existing infrastructure and more federal dollars coming back to Michigan. Most of all, Director Jeff wants employees to celebrate the department's achievements as we strive to become more customer-orientated.

Following Director Jeff's comments, three national speakers spoke on the importance of working as a team and how to work together successfully. A brief summary of their respective comments and key points follow:



Peg Neuhauser, speaker and author of "Tribal Warfare in Organizations"

- Tribal behavior is just basic human nature. Even if it seems like it, most people are not lying awake nights dreaming up new ways to irritate you at work.
- There is value in our tribal behavior, as it makes us loyal and reliable to the group. Treat it with respect – whatever else you do, don't insult tribe members.
- Informal leaders are the key to building bridges among the tribes.
- Everyone can – and should – keep building the informal web of relationships and connections across the organization.
- If all else fails, make 'em laugh!



Dr. Tom DeCoster, professor, Indiana University Public and Environmental Affairs

- Strive to be an A+ DOT in an "A" world, not a B+ DOT in a "C" world.
- What we value starts at the new employee orientation, so be consistent in your expectations from the start.
- A successful team is a market-based organization that really knows its employees and external constituents.
- We communicate best with our employees, customers and contractors when we can "see the color of their eyes."
- Managers and employees must be held accountable.
- While our IQs may be capped, star-performing leadership has no cap, no limits.



Dan DeSalvo, management and organizational consultant

- Effective leadership contains these three elements: character (traits such as honesty, loyalty, hard working, etc.); skills (traits such as being a communicator, mentor, motivator); and knowledge or experience.
- Understand how to help a team move through the team building process: clarify the goal, create a safe environment where team members can express themselves, and examine the individual agenda versus the group agenda.
- Use active listening to understand the needs of others and to build successful relationships.
- Resolve conflicts professionally: Assess any needs that are not being met; accept that which cannot be changed; distance yourself from negative emotions; and then respond appropriately.

Four conference attendees were asked to respond to this question:
Q. What was the most important thing you learned at this year's conference?

Vanessa McGuire

Delivery Secretary, University Region

"I left the conference knowing I truly want to be part of MDOT's legacy. We are one of the best departments in the state. We need to keep striving for employee recognition. We invite employees, whether supervisory or not, to these leadership conferences."

Greg Johnson

Region Engineer, Metro Region

"Despite changes, our organization is strong. By including more partners in our decision-making process, we will become more focused in our customer service efforts. Team MDOT is becoming larger than our internal department because we are including a variety of partners."

(BELOW) Theresa Brockway, Grayling TSC, shares her ideas with Rita Screws, Detroit TSC.



Theresa Brockway

Transportation Maintenance Coordinator, North Region

"At first I was a little apprehensive. However, by the time the conference was over, I was impressed with the presentations and our people. I'm sure our new leaders were, too. We are recognized at all levels for the great things we do. Everyone knows who the winning team is – Team MDOT!"

Bob Felt

Region Communications Representative, North Region

"The conference reinforced my understanding of the power of relationships and how the people process makes a big difference in the outcome of our products and services. Not only should we continuously improve communication with our customers and various partners, but we need to work just as hard to enhance our internal communications with each other as well. After all, we're Team MDOT!"



(ABOVE) Tony Kratofil, Metro Region, discusses his goals for the conference with Alison Leach, Kalamazoo TSC.



Let 'em fly! During a team-building exercise with speaker Dan DeSalvo, participants could make no more than one fold on their paper airplanes, then pass on the product to their team mates.

WORTH repeating

"The bridges you cross before you come to them are over rivers that aren't there."

- Gene Brown

From WordPerfect to Word: We "DIT" it!

The Microsoft Migration Team oversaw the successful transition from the Corel Office Suite to Microsoft Office XP Suite for 3,000 users at MDOT. The project included the identification and conversion of critical construction contract macros. Training was provided as the MS Office Suite was installed on the end-user desktop. The project was completed two months ahead of schedule. In the face of early retirement and reorganization, that's quite an accomplishment!

Construction & Technology Support Area pilots Materials Testing System



Hats off to the team that brought an amazing body of knowledge to this project that resulted in a data system that will serve the department's materials performance evaluation needs for years to come! Above, the MTS Users Group consists of (standing, left to right): Paul Franck, Bob Miller, Jodi Simon, Judy Ruszkowski (team leader), Blaine Dinsmore, Scott Greene, Tom Shively, and

(seated) Marty Foster, Victor Prewitt, Steve Purdy, and Bill Redmond. Missing from photo: Tom Woodhouse, John Dullock, and Al Robords. After three years in development, C&T will test the first release of the Materials Testing System. MDOT labs must test everything that goes into constructing roads and bridges – including aggregate, concrete, asphalt, sign posts, steel beams...even the nuts and bolts that hold it all together. This testing is required by federal regulation as part of our quality assurance program.

The new Materials Testing System software, which will undergo modifications as necessary before being rolled out to all MDOT labs, will grow into a statewide laboratory information management system capable of storing a variety of information about the construction materials tested by MDOT for use in construction projects. The MTS is designed to be compatible with FieldManager in anticipation of integrating materials testing data with construction project administration.

The department contracted with Beckman Coulter of Allendale, New Jersey, to configure and install the LABMANAGER iLIMS software to meet the business requirements identified by the MTS project team. When the MTS is fully implemented, real-time materials testing information and historical data will be accessible to all MDOT offices.

Wanna talk turkey?

Several members of Planning Bureau's Intermodal Policy Division staff, including Polly Kent and Zoe Lorca (below), were in the elevator at the Van Wagoner Transportation Building in Lansing when they received a call over the elevator emergency call speaker. The customer, a bit surprised to find himself on speaker phone, had a question about turkey hunting. "We explained that somehow he had reached an elevator in the transportation building," said Polly. The caller decided to check the number and try again.



(Left to right:) Tom Cantrell, DIT Helpdesk; Mary Ladd, DIT Contracts and Procurement Services; Sue Haugen, DIT Field Services; Brenda Leonard, EDS Project Manager; and Andy Esch, Performance Excellence Division. Missing from photo: Don Murray, retired.

Great Lakes, Great Traditions: Michigan Parade rolls into town

Lansing Transportation Center employees, in conjunction with the Grand Ledge Garage, helped celebrate this year's Michigan Parade with an MDOT entry that complemented the parade theme of "Celebrating Michigan's Heritage." They pulled an antique 1891 horse-drawn road grader with a contemporary grader. Hats off to Kirt Gorski, Art Morales, Mark Phillips, Susan Long and Mark McKinnon.

WORTH repeating

*"If you can't change
your fate, change
your attitude."*

— Amy Tan



Ishpeming TSC staff prove they're ready for action

When excessive melting snow caused twin culverts to fail and the road to wash out on M-553 over the Carp River in Marquette County in the spring of 2002, the Ishpeming TSC knew just what to do. The staff coordinated a concrete bridge replacement which was completed in a record two months. A unique partnership was formed with the Marquette County Road Commission that involved suspending work on a local project which was used as an alternate route during the emergency construction.



Congratulations to the team that made it happen! From left to right: Alan Anderson, delivery engineer; Oscar Heikkinen, assistant project engineer; Eldon (EJ) Tervo, construction technician; Jeff Hagglund, construction technician; Randy VanPortfliet, region engineer; Dan Robillard, maintenance coordinator; Connie Isaacson, delivery unit secretary; Kris Tossava, drafting technician; Brian Therrian, senior construction technician; Rob Tervo, development engineer; and Andy Sikkema, TSC manager. Missing from photo: Marion Johnson, Creig Lambert, Jack Elliot, and Bob Jurkovich.

The TSC staff was called into emergency duty again in May, 2003, when dike and dam breaks in Marquette County caused serious flooding in the Dead River basin. Nearly 1,800 residents had to be evacuated and who came to the rescue? That's right... Ishpeming employees, along with Superior Region and Lansing staff. Hard hats off to everyone for speedy work under tough conditions.

Paw Paw partners with Ferris State for interns

The Paw Paw Central Repair Facility, in Southwest Region, works with Ferris State University to employ student interns from the university's baccalaureate Heavy Equipment Technology program. The student must work a minimum of 10 weeks and participate in a project during this time.

Paw Paw Central Repair Facility first participated in this program in the summer of 1999 when Ryan Tanis became the program's first intern. Later, Ryan became a full-time employee at the Central Repair Facility.

This summer, Paw Paw had another opportunity to participate in the internship program and Bob Greis joined them for the summer. Bob is a senior in the Heavy Equipment Technology program. He already has received an associate of Applied Science degree in Heavy Equipment Technology. For his project, Bob selected the preventive maintenance processes used by the MDOT team at the Central Repair Facility. His project was to repaint the snowplow truck and bring all components back to original equipment manufacturer's specifications. This preventive maintenance procedure is performed every five years or 2,400 hours.

The participation in the Ferris internship program has been a win-win for all parties involved. The department gets a highly trained individual who is adept at the latest technology in heavy equipment at a reduced wage for the



Art Haley (left), longtime Paw Paw Central Repair employee, works with Ferris intern, Bob Greis.

summer season. The university gets the opportunity to place a student in a shop environment where they get experience with various types of equipment and procedures. And, the student gets an opportunity to work with skilled journeyman-level mechanics on different types of equipment...plus they make some money. "All in all, we have been very pleased with the program and the students," said Mark Lester, Southwest Region equipment manager.

We've come a long way, baby

While leafing through an old scrapbook, a retired MDOTer discovered an official memo sent waaay back in February, 1940, to all "State Highway Department employees" regarding some "certain definite rules" established for the operation of state highway cars. The rules numbered four, but only one is worth sharing since the others are in synch with current policy. The one that changed over the years is quoted verbatim here:

"Women shall not ride in state cars regardless of whether or not they are employees of the state highway department." It's good news that this rule was revised over the years. Can you picture the governor and MDOT's director – and the many women who make up the department's workforce (currently, about 30 percent) – taking the bus everywhere they need to go on state business?

But it was a different world in 1940... with different rules. Back then, this type of gender-based rule was not limited to government, nor to Michigan. Ironically, the author of this old memo was State Highway Commissioner Murray D. Van Wagoner – the same name you see in Lansing on the state transportation building. Hhhmmm... wonder what he would say about today's MDOT and the world in general?

Glen Horton sent in the memo. Glen, who retired in 1984 from the (then-District 8) Jackson office, says he enjoys reading *MDOT Today* and that he is still very interested in what is happening in the department. Thanks, Glen! 🐼

MDOT family tree

We're pleased to bring you this *MDOT Today* column which includes news about changes in the MDOT family tree: new hires, appointments, promotions, retirements, and, sadly, deaths. The information is supplied by the Office of Human Resources, due to the vast number of new hires and promotions at MDOT following last year's early-out, we have included only June, the most current data available, here. Previous 2003 new hires and promotions are available on OHR site on the *Interchange* at <http://interchange/ohr/index.cfm>.

New Hires June 2003

Brynn Amsler, state worker, Asset Management, Planning, Lansing

Darlene Anderson, general office assistant, Kalamazoo TSC, Southwest Region

Stephen Arhin, transportation engineer 12, Traffic & Safety, Metro Region

Melinda Ayers, state worker, Asset Management, Planning, Lansing

Mitchell Bartelt, transportation engineer, Traffic & Safety, University Region

Nathaniel Bates, state worker, Asset Management, Planning, Lansing

John Blumberg, construction aide, C&T, Lansing

Elaine Bush, general office assistant 6, Administrative, Executive, Lansing

Caroline Chappell, construction aide, C&T, Lansing

Scott Dianda, transportation maintenance worker 6, Brighton Garage, University Region

William Dillinger, construction technician 8, Davison TSC, Bay Region

Patricia Dumond, executive secretary 10, Administrative, Statewide Planning, Planning, Lansing

Jacqueline Erickson, secretary 7, Statewide Planning, Planning, Lansing

Andrew Fanco, construction aide, C&T, Lansing

Allison Fillwock, state worker, Asset Management, Planning, Lansing

Mari Howe, state worker, Asset Management, Planning, Lansing

Nikkie Johnson, departmental analyst 9, Freight Services, Multi-Modal, Lansing

Robert Johnson, construction aide, Real Estate, Lansing

Jason Karttunen, transportation engineer 9, Alpena TSC, North Region

Michael Kaunelis, construction aide, C&T, Lansing

Benjamin Kibler, construction aide, Construction, Superior Region

Alexis Kinter, engineering technician, Development, Taylor TSC, Metro Region

Kevin Krzeminski, transportation planner 9, Data Collection, Asset Management, Planning, Lansing

Regina McCloud, senior executive management assistant 2, Executive, University Region

Teresa Mears, state worker, Asset Management, Planning, Lansing

Amy Miller, personal management assistant 7, Compensation & Benefits, OHR, Lansing

Leon Neal Jr, state worker, Asset Management, Planning, Lansing

Ho Nguyen, engineering technician 8, Concrete Lab, Testing & Research, C&T, Lansing

Randy Plascencia, engineering technician 8, Jackson Region Office, University Region

Kent Riser, construction technician 8, Construction, Delivery, Metro Region

Shawn Roy, land surveyor 9, Survey, Design, Lansing

Tracy Ruh, personal management analyst 9, Employee Services, Labor Relations, OHR, Lansing

Gerard Schertzing, state worker, Asset Management, Planning, Lansing

Danielle Shirkey, construction aide 7, Testing & Research, C&T, Lansing

Brad Spring, trades helper, Mackinac Bridge, Superior Region

John Szczepaniuk, construction aide 7, Construction, Delivery, Grand Region

Jon Ward, construction aide, C&T, Lansing

Lon White, construction technician 8, Davison TSC, Bay Region

Matt Yount, construction technician 7, Davison TSC, Bay Region

Promotions June 2003

Kimberly Avery, administrative manager 1, Executive, Taylor TSC, Metro Region

Keith Belonga, departmental manager 4, Technological Services, Finance & Administration, Lansing

Cedric Dargin, engineer manager licensed 15, Construction, Metro Region

John Polasek, senior management executive 18, Development, Executive, Lansing

Elden Tervo, construction technician 11, Construction, Ishpeming TSC, Superior Region

Larry Thelen, construction technician, Delivery, Southwest Region

Lawrence Whiteside, transportation planning specialist 13, Data Collection, Asset Management, Planning, Lansing

Jerome Zuchnik, transportation maintenance worker 9, Special Crews, Bay Region

Births/Adoptions

Ben Burrows, engineering technician at the Mt. Pleasant TSC, and his wife, Kim, are the proud parents of daughter Hailey, born on Feb. 5. Hailey has a big brother, Tyler. Congratulations, Ben & Kim!

Rachel Phillips, engineer at the Cass City TSC, and her husband, Travis, an engineer at the Bay City TSC, had a baby girl on March 5. Anna May is their first child. Congratulations to the Phillips!

Jerry White, transportation worker at the Blue Water Bridge, and his wife, Tracy, are the proud parents of Jared Dylan, born on March 28. Jared is fortunate to have a big brother Andrew, 5, and Lydia, 3. Jerry just returned home from Cuba after serving in the U.S. Army (785th Military Police Battalion) since Oct. 2002. Specialist White was able to return home for three weeks' leave when the baby was born. Congratulations, Jerry and Tracy!

Tom Hohm, engineer in Southwest Region, and his wife, Janelle, are the proud parents of Garrick Joseph, born on April 21.

The Howard City TSC is having a baby boom! Congratulations to the following parents:

Corey Isola, construction technician, and his wife, Catherine, had a little girl, Madeline Elaine born April 21.

Matt Bellgowan, assistant delivery engineer, and his wife, Danielle, are the proud parents of Lauren Renee, born April 23.

Dave VanStensel, traffic and safety engineer, and his wife, Kristen, are enjoying the company of Elise Christine, born May 10.

Portia Van Pelt, account tech in Financial Operations, and her husband, Darrin, gave birth to a son, Samuel J. Van Pelt, on June 10. Samuel is their third child, following brother Konar, 9, and sister Olivia, 5.

Kim Henderson, supervisor of Mapping & Graphic Design, and her husband, Michael, became brand-new parents on Aug. 19 when their baby girl – Gabrielle Marie – was born.

Deaths

Francis Bashore, 79, passed away on March 31, 2003 at St. Mary's Hospital in Saginaw from complications after surgery for an aneurysm of the aorta. He is survived by his wife of 30 years, Elizabeth, and two sons, Lindsey and Michael. Francis was a chemical engineer for 21 years in the Testing and Research Division.

LeRoy "Bill" Boling, 86, passed away in May, 2003 in Saginaw. Bill retired from MDOT in the 1980s, after serving the department for approximately 42 years. He was the sign shop superintendent in the Bay Region. He wore many hats with the department. Bill was on the statewide pavement marking crew which painted pavement lines from the Mackinac Bridge to Metro. He was an avid hunter. He is survived by his wife, Joy. His son-in-law Jim Ward recently retired from UPTRAN as a railroad inspector.



Paul Marek, 95, died on Jan. 15, 2003 in Lansing. Paul is survived by his wife of 64 years, Virginia, two sons, Brian and Jerome, and many other relatives. (Brian worked for MDOT for 32 years in Traffic & Safety

and Construction Division. He retired in 1997.) Paul joined the State Highway Department in 1933, working on the design of plans for the first expressway in Michigan – the Detroit Industrial (to Willow Run). World War II interrupted his highway career. Upon his return, he worked on the Edsel Ford and the John Lodge Freeways in Detroit. He was a director of local government division, an assistant director of Transportation Planning and in 1968, was named chief engineer of Maintenance Division until his retirement in 1973. Paul had a rest area named in his honor on US-31 in Manistee near Bear Lake in Benzie County. He enjoyed fly fishing and golf and he and his wife traveled extensively in Europe after their retirement. 🐟



Roberta Tisdale

What's the status quo following the 2002 early out?

Team MDOT shrunk considerably in size after 488 employees opted to leave under the 2002 early-out retirement program: 202 prior to Sept. 30, and 286 more by year-end.

This mass exodus resulted in nearly 500 vacant positions...334 of which can be filled because MDOT has approval to fill two out of three vacancies created by the early out. This meant that we could replace nearly 67 percent of our lost workforce – compared to just 25 percent for most other state departments. So far, we have filled 225 of these 334 positions (or two-thirds).

In fact, there are so many new employees at MDOT, the names could not be listed in the "Family Tree" section in this issue. You can visit OHR's intranet site to view a list of this year's new hires and where they work. Go to <http://interchange/ohr/index.cfm> and choose the quick link "Welcome, MDOT's newest employees." Please join us in welcoming all of them.

What's next?

The greatest shortage in Team MDOT's workforce is in the civil technician classifications. Recruiting efforts currently focus on one job in particular that falls under this classification: construction technicians. An employee working in this classification is required to have an associate's degree in civil technology. To address this shortage, MDOT has stepped up its recruitment efforts. This includes partnering with Lansing Community College and visiting other schools in Michigan that offer civil engineering

Ob-La-Di Ob-La-Da

Life Goes on at MDOT

or civil technician degree programs such as Michigan State University, Michigan Technological University, and Lawrence Technological University. The department also recruits regularly at some out-of-state schools which have provided valuable engineering candidates in the past. These include the University of Toledo, in Ohio, and Valparaiso University and Tri-State University, both in Indiana.

To further encourage qualified candidates, MDOT has been working with the Department of Civil Service on revising the construction technician job specification to allow an alternative education requirement – that is, so that MDOT could accept non-MDOT highway construction work experience in lieu of a civil technician degree. If you know someone who is interested and qualified for this position, please advise them to contact OHR for more information.

With one eye to the future, MDOT also is visiting middle schools and high schools

throughout the state, focusing efforts on students aged 9-18 years. Current vocational research suggests that this age group is an excellent target for career exploration and feedback. OHR staff meet with the students, provide information about working at MDOT, and address any questions they may have.

On July 24, 2003, MDOT hosted its first Transportation Career Day which introduced area youth to the various careers at MDOT. The format for the event was similar to that of a career fair. We will be evaluating this pilot program to determine if this should become a regular MDOT event. 🍀

Roberta (Bobbi) Tisdale is the Office of Human Resources administrator. To reach her, call 517-373-1680 or e-mail tisdaler@michigan.gov.

Visit OHR's intranet site at <http://interchange/ohr>.

(TOP PHOTO) **Administration** (front row, left to right) Gerry Gould, human resources developer; Mary Jane Bornemann, executive secretary; Kirsten Cole, receptionist; Roberta (Bobbi) Tisdale, OHR administrator; Linda Feldpausch, receptionist; Jeremy Miller, student assistant.

Compensation & Benefits (back row, left to right) Amy Miller, personnel assistant; Anthony Carter, personnel assistant; Cheryl Ward, department technician; Carol Benner, personnel assistant; Joni Grimes, student assistant; Sunny Watson, Compensation & Benefits manager; Mary Withers, personnel analyst; Shelly Rathbun, personnel assistant; Michelle Sedell, secretary for Staffing and Compensation & Benefits; and Amy Kramp, personnel assistant.



workers' compensation specialist; Pam Verplanck, word processing assistant; Rosemary Ferguson, Employee Services manager; Cindy Hiner, secretary for Employee Services and Labor Relations; Mary Kitzman, personnel analyst; Todd White, Labor Relations representative; Dennis Armistead, Labor Relations representative; and Tracy Ruh, Labor Relations representative.

Staffing Support (back row, left to right)

Lisa Price, personnel analyst; Kristin Bornemann, student assistant; Heather Pung, student assistant; Tammy Mans, personnel analyst; Ruth Eaton, personnel assistant; Karee Briner, personnel analyst; Kim Wood, personnel analyst; Staci Grover, personnel technician; Joetta Parker, Staffing manager; and Joe Villarreal, personnel analyst.

(BOTTOM PHOTO) **Employee Services and Labor Relations** (front row, left to right) Mike Gailey, Labor Relations manager; Crystal Ley, drug & alcohol testing program assistant; LuAnn Cannell,



Pictures worth a thousand words

It was the experience of a lifetime. Three MDOT children were randomly selected (out of approximately 60 names submitted) to spend an hour with Gov. Jennifer Granholm during "Take your Child to Work Day" on April 24. Smiling from ear to ear, the lucky winners were (left to right): Jessica Husby, 11, (Penny Burger, Highway Administrative Services); Holly Wieber, 9, (Lori Wieber, Financial Operations Division); and Jessica Bicy, 12 (Tonya Doyle-Bicy, Technological Services).



COURTESY OF NEAL BARNCARD

Hopping on a state plane for a photo was Aeronautics' family of kids. Meet (front row) Kelsey Smith (Robbie Smith), Ike Nelsen (Neal Barncard); (middle) Lucy Hengesbach (Leanne Hengesbach), Carolyn Strzalka (Coreen Strzalka), Sarah White (Lorraine White), Sarah Trierweiler (Mary Trierweiler); (back) Freddie Thomas (Michelle Thomas), and Will Carlson (Rick Carlson).



Office of Performance Excellence staff enjoyed visits from Tyler and Trevor Latchaw (Traci Latchaw), Ciara Lenon (Karry Lenon), and Kylie Rosebrugh (Candace Rosebrugh).



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Graphic Design: Charlie Jarvis
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All photos in MDOT TODAY are courtesy of MDOT Photo Lab unless otherwise noted.

MDOT Photo Lab staff:
Tim Burke, Jim LeMay and Bill Phillips

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MDOT TODAY is published quarterly for the employees and retirees of MDOT. We encourage you to recycle old issues.

Please send any questions or comments to: MDOT TODAY, Office of Communications, P.O. Box 30050, Lansing, MI 48909, Telephone 517-373-2160.

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Due to state government printing restrictions, this issue of MDOT Today is available only electronically. We hope to be able to print again in the future. We are concerned that our extended family of MDOT retirees will not see this issue, so if you know a retiree, please share this e-newsletter's address: www.michigan.gov/mdot. MDOT Today is available via the MDOT home page – choose "Maps and Publications," then "Publications" – for our latest news. Or click here for direct access to the newsletter:

http://www.michigan.gov/mdot/0,1607,7-151-9622_11044---,00.html

Thank you!

Janet Foran and Joan Justema, MDOT Today editors



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